



**Making A  
Difference  
2018-19**



**A unique, youth-led  
movement - creating,  
supporting, and  
promoting inclusion!**

# Welcome to KEEN

## ... from James

"I've been to GrEAT Sports for about a year now, and it's gone very well. I enjoy all the fun, I have ever since I started. I like playing football, cricket and basketball, and a ton of sports. The session coaches are really nice. I've made friends with Harry, Stephen, and Jake. I am looking forward to more bouncy castle fun next year, if possible really, potentially."

**James Simister,  
KEEN Participant**

## ... from Kate and Julia

"KEEN is absolutely great. We've been coming for many years. I like cricket, tennis, and lots of other things too. GrEAT social on a Monday is absolutely brilliant. We love the coaches, who help us a lot. The best thing about KEEN is coming for many years together and laughing and playing."

**Julia and Kate Gossage,  
KEEN Participants**

We hope you enjoy finding out what we did in 2018-19 to help achieve a more inclusive society, and what we learnt along the way!

## ... from Sanna

"I joined KEEN as a session buddy during my undergraduate degree thinking it would be a chance for me to give back in some way, only to realise the biggest winner was myself, as every session filled me with happiness. The diversity of KEEN truly enriches my life in so many ways, and I feel privileged to be welcomed into this awesome community. I hope you feel welcome too!"

**Sanna, KEEN Participant and  
Session Coach**

# Finding what you need

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## From our Chair

I was honoured to be appointed Chair of KEEN in January 2018, and have since had the pleasure of learning first hand what a truly remarkable community it is. At the heart of this community are our participants and the people who care so passionately about inclusion and make up our movement.

KEEN is supported by an outstanding staff team, and I have my fellow trustees to thank for their commitment and advice.

I aim to do what I can to ensure that we continue to improve the lives of people with additional needs, support their families, and make the communities that we serve more inclusive places..

A handwritten signature in black ink, appearing to read 'Jim McMahon'.

**Jim McMahon**  
Chair of Trustees



## From our Director

KEEN developed in three significant ways in 2018-19. Firstly, delivery of our core programme of sessions and projects significantly expanded, reaching 100% more participants with additional needs, and providing 80% more total contact hours.

Secondly, a successful pilot of our Community Sports Partner Programme has opened up an exciting path towards more inclusive opportunities for physical activity in Oxford, and opened us to working in much deeper partnership than in the past.

Finally, we've taken up the baton as a youth-led movement that is starting to celebrate and promote inclusion more widely than ever.

Behind the scenes, no area of KEEN was untouched as we sought improvements across all areas of our operations and management. KEEN enters what will be an exciting 2019-20 as a resilient, sustainable organisation, still occupying a central place in the community we have now served for 34 years.

A handwritten signature in black ink, appearing to read 'Rupert da Silva'.

**Rupert da Silva**  
Executive Director

# Highlights of 2018/19

Our sessions and projects reached

**310**

participants with additional needs, more than ever, and an increase of 100%

Our programme included

**245**

sessions (an increase of 49%) giving a total of

**5431**

hours of contact time to beneficiaries (an increase of 80%)

We worked with

**59**

other organisations

**52%**

of families told us they would definitely not have the kind of opportunities we offer if KEEN did not exist (with an additional 42% telling us that they probably not)

Our team included

**16**

people with additional needs in positions of leadership at sessions or behind the scenes

**75%**

of participants surveyed (70) told us that the service we provide is excellent

Our community led the development of

**2**

grassroots campaigns, ready to launch in September 2019, and our successful Community Sports Partner Programme pilot worked with

**5**

Sports clubs or groups to boost the provision of inclusive physical activity in Oxford City.

In the financial year 2018/19, we reduced our overall expenditure by

**24%**

due to the culmination of lots of hard work improving our administrative and operational systems.

We added

**3**

new projects to our programme: gardening, an arts based social enterprise, and an after-school club in partnership with Mabel Prichard School!

**On top of which, we developed a new strategy for 2019-2024! See page 63 for more details.**

\*All comparative figures relate to 2017-18.



“I love KEEN. KEEN is the best. Do it for the nation. Do it for the world. It’s so fun to hang out with the university students”

Jake Stephenson, KEEN Participant

# Why we are here

**People with additional needs - including special needs or learning disabilities - are still not included in society in the way that is their right. We exist because this needs to change!**

Everyone should have equal opportunities: to socialise, build friendships, be active, influence the world in ways that matter to them, and play meaningful roles in their communities.

We worked hard in 2018-19 to make sure that we understand the details of this need as deeply as possible.

“My son has really enjoyed the GrEAT activities and it helped reduce his anxiety. Knowing that there were new opportunities when he turned 18 made it a little easier to leave the children’s activities behind.”  
Parent of KEEN Participant

We renewed our mission, vision, and goals, questioned the reasoning underpinning our work, and set clear and ambitious targets for 2018/19 (see our future strategy pg.xx).





## Where we start...



### Vision

A world in which everyone with additional needs has equal opportunities to their peers to be meaningfully included in their communities



### Mission

To create, support, and promote inclusion and inclusive settings for people with additional needs, in particular relating to social, recreational and physical activities.



### Values

We care about inclusion  
We are community led  
We are innovative and ambitious in what we do  
We believe in the capacity of young people to create social change



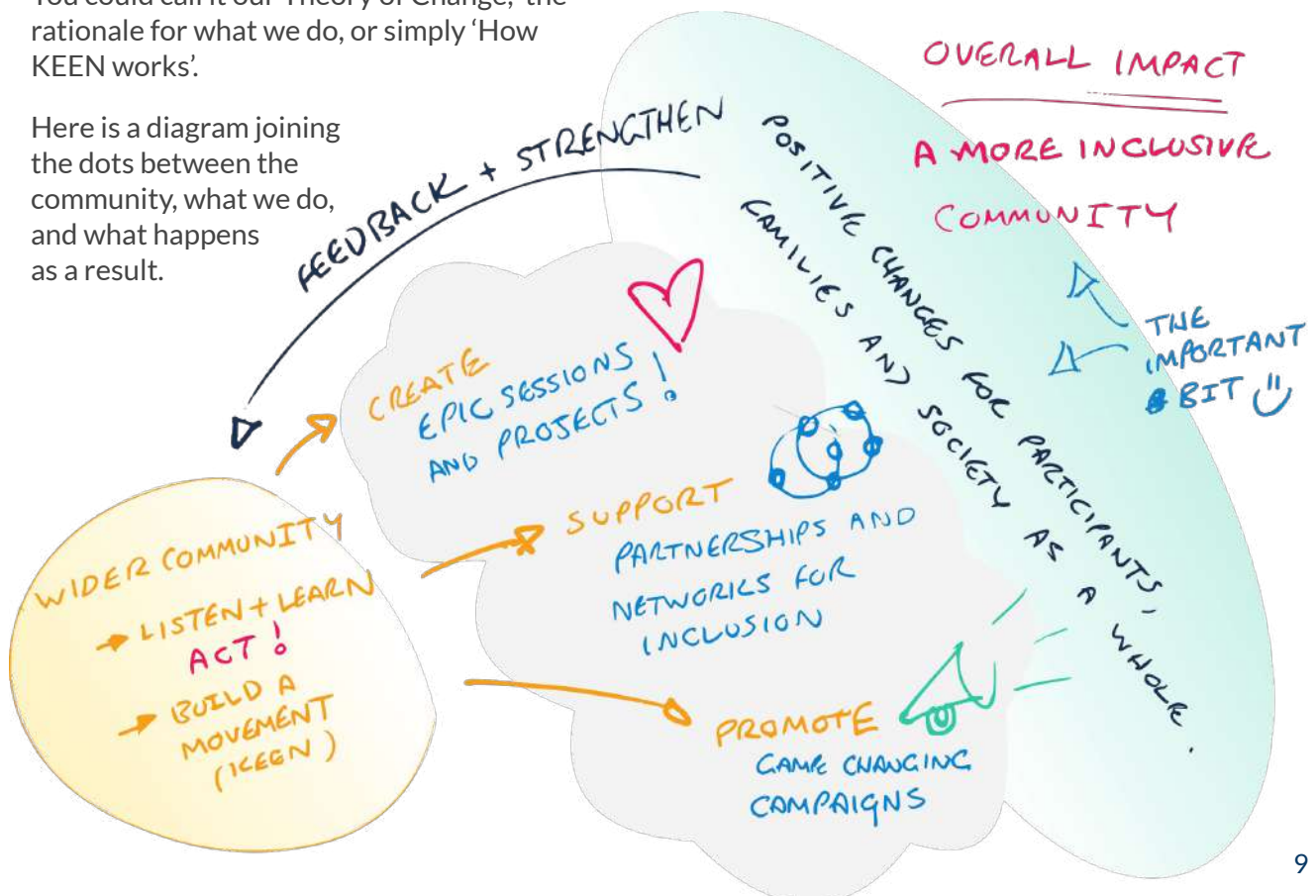
### Aims

To increase provision of social, recreational, and physical activities  
To support and promote inclusion as widely as possible

## How KEEN works

You could call it our Theory of Change, the rationale for what we do, or simply 'How KEEN works'.

Here is a diagram joining the dots between the community, what we do, and what happens as a result.



## Understanding what people need

Oxford city and the surrounding areas include a diverse mix of neighbourhoods and communities. Needs vary significantly over small distance, and are often complex and interrelated.

Over the last year we made use of important local research in order to understand community needs in as much detail as possible, including the following resources:

- Oxfordshire community Foundation Reports
- Oxford City Council Young People Needs Analysis
- Active Oxfordshire reporting and analysis

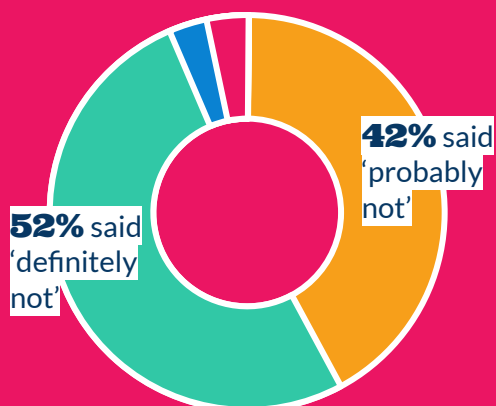


Supporting the above research, we also used a December 2018 survey of **72 families** to understand what our participants, their families, and carers tell us about their need for the kind of opportunities we offer...

# 73%

of families in 15 more detailed case studies rated their access to social and recreational activities as between below average to non-existent.

**We asked families:** “Without KEEN, would your participant have access to the kind of opportunities and experiences that we provide?”

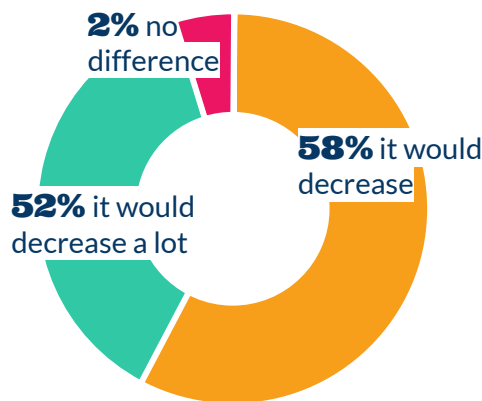


“The buddy system at KEEN has made a huge difference to our girls - being with enthusiastic young people with energy and empathy has really boosted their self-esteem and mental well-being.”  
Parent of KEEN Participant

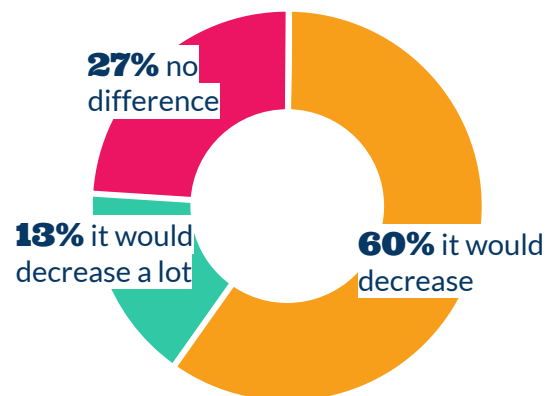
## If KEEN did not exist...

In the same December 2018 survey, we asked families what difference it would make to their participants if we did not exist. We asked about the specific areas below, with their responses summarised.

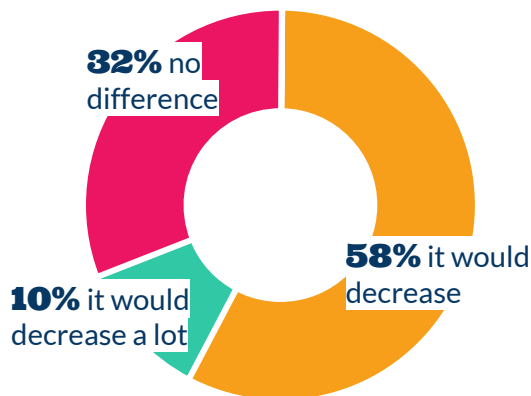
### Their social contact:



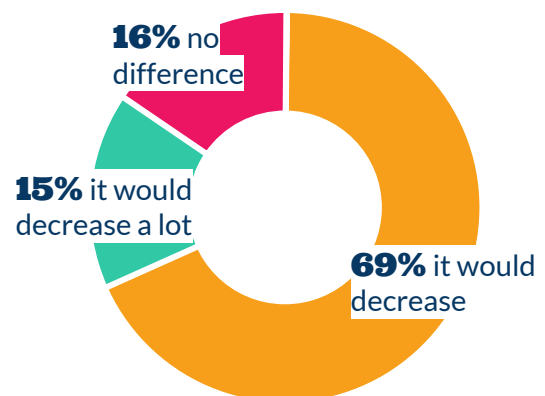
### Their mental health and wellbeing:



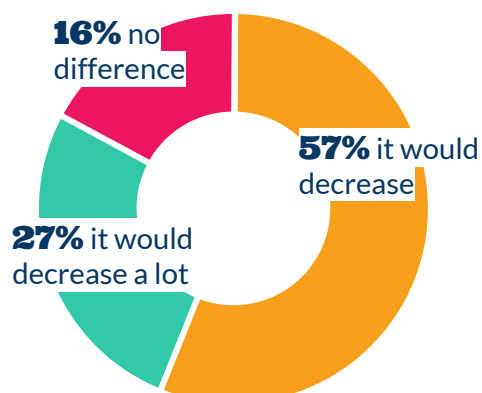
### Their physical health:



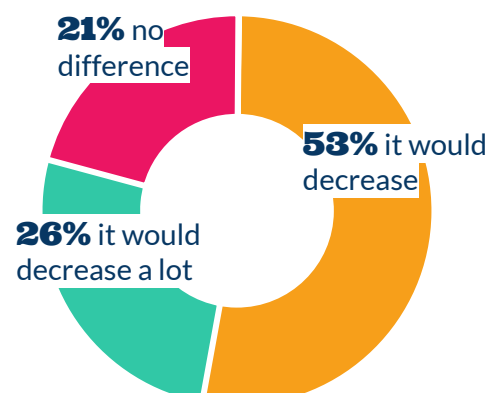
### Their general development:



### Parent/guardian wellbeing:



### Family wellbeing:





“Being one of the GrEAT Social Coordinators this year has been really awesome. I enjoyed all of it.” Stephen, GrEAT Social Coordinator

# How we know KEEN works!

We know why we are here. But knowing that we do works is just as important. This year we have taken several steps forward in understanding the difference that we make.

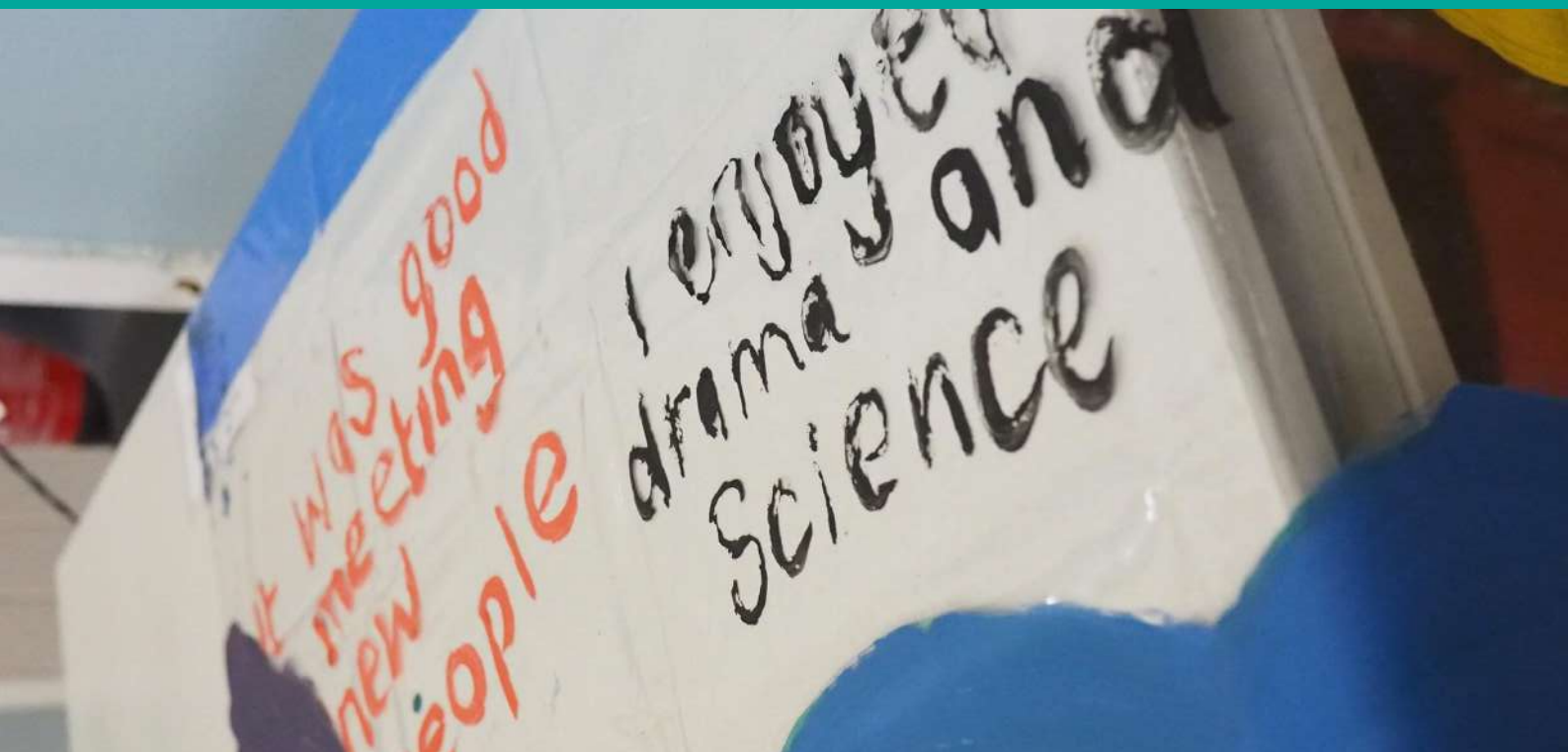
We need to know that our work is helping to achieve the change we want to see, and also how we can improve its effectiveness.

This year, with external support aiding us, we have developed new participant focused processes of feedback gathering, testing, and evaluation. We are now doing more of this work than ever before.

“When I first applied to work with KEEN I had no idea about the depth and breadth of their work, which is quite astonishing for a youth-led, volunteer organisation. Glad to be a part of it!”

Chris, Impact Lab team member

This section includes more about our methodological approach to monitoring and evaluation, and its key principles. You can also find out what outcomes we focus on, the tools we use to investigate them, and what research projects took place this year.



## Deeper and better learning

We wanted to focus on our monitoring and evaluation systems and how they could be made more systematic and rigorous.

We worked with three teams of student consultants from Oxford Hub's *Impact Labs* programme, and another team through Oxford University's *The Student Consultancy* programme. These teams helped to evaluate our current approach and made recommendations for improvements.

We have now designed a year long programme of monitoring work across all of our activities, both internal and external, which reflects our underlying rationale and is supported by new monitoring tools.

“We really enjoyed working with the staff and volunteer team at KEEN to help them work through changes and improvements to their monitoring and evaluation methodology. We learnt a lot ourselves in the process!”  
The Student Consultancy Team

### Key monitoring and evaluation principles

We endeavour to make all monitoring and evaluation inclusive, participant-centred, engaging, and open to scrutiny.



### In their own words: Impact Labs

“KEEN wanted to develop a more systematic approach to their impact measurement, and formulate useful monitoring tools and techniques. They wanted us to engage with the challenges of measuring the impact of an organisation like KEEN, and work to adapt, refine and discuss our approach each week.

We helped KEEN to develop a toolkit of impact assessment techniques which provide a manageable approach to evaluating the consequences of the organisation's activity and validating their Theory of Change.”

The Impact Labs Team

# The outcomes we measure

In order to understand the difference we make to our beneficiaries - including our participants, families, and team members - we refer to ten key areas (shown below).

In a nutshell, we want to help the people that we work with live happier, fuller lives, doing the things that they want to and being included in their communities

The areas in the wheel to the right represent a breakdown of the specific changes for physical and mental wellbeing, skills, and opportunities that we hope to achieve for our participants.

There are other more specific outcomes we look at too, often on a session or project basis.



We use a number of different approaches to investigating how our beneficiaries have changed in each of these areas, including:

- our outcomes garden, shown here!
- participant case studies and surveys
- systematic ways to log individual/informal engagements.
- end of term, participant-led feedback and reflection sessions and wallpaper walks
- video and photo diaries
- feedback from our team members

“Our Impact Lab team’s contribution to KEEN’s impact measurement processes - the ‘outcomes garden’ - allows KEEN to directly ask participants about their achievements in several key areas!”  
Barbara, Impact Lab team

## Our research in 2018-19

We spent a lot of this year asking a diverse range of people what they think of KEEN, from our participants and their families to our partners and members of the local community who hadn't heard of us.

This was especially important to us this year, to help guide the development of our strategic plan for 2019-2024.

**18**

individual monitoring and evaluation projects

**130**

people participated in monitoring and evaluation

**4**

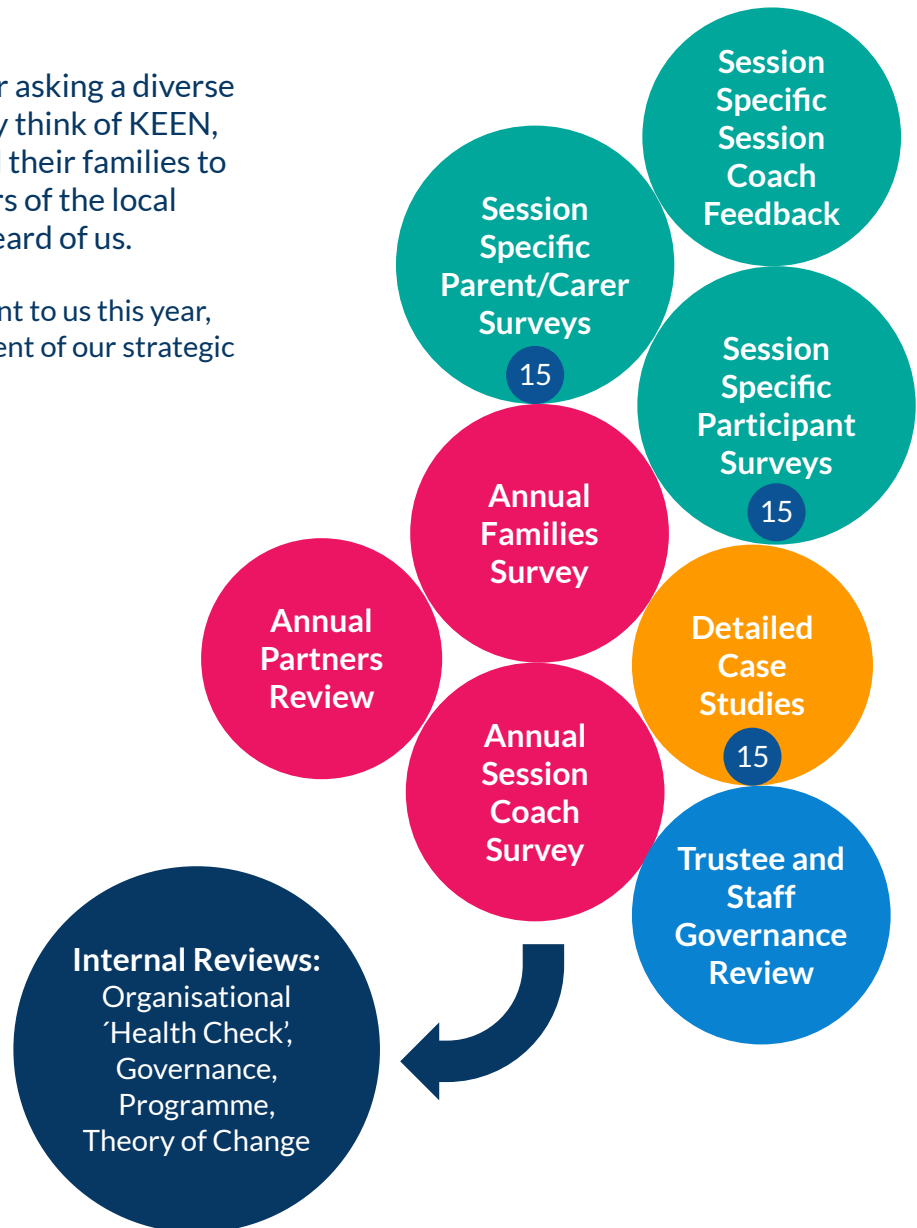
external independent monitoring and evaluation teams used

**150**

hours speaking to people at sessions.

**3**

internal reviews completed




### What we have learnt....

Our work this year was not just important for understanding the difference we have made to our beneficiaries during the last twelve months.

It has also helped us establish a much more rigorous and systematic approach to monitoring, evaluation, and learning for the future.





“ Participating with KEEN has been one of the most amazing experiences! We have loved getting to build friendships with the best and most loving kids ever.

Cayla and Amanda, Session Coaches

# Our sessions and projects

We've run award winning sessions and projects for 34 years, and creating engaging, fun, and rewarding inclusive opportunities remains at the heart of our work.

In 2018/19, we delivered more sessions (258, an increase of 30%) and contact hours (5500, an increase of xx%) than ever before. We also introduced three new projects as an immediate response to gaps in provision in the community : Gardening, After-School Club, and INK.

“ I enjoyed doing Young Enterprise. We would make short films and it was so much fun. I also had fun doing arts and crafts” William, KEEN Participant

In addition, we focused on sessions adhering to three key principles: (1) being participant led, (2) incorporating ambitious and meaningful projects, and (3) connecting participants with the wider 'mainstream' community.



Find out more about our programme at  
[www.keenoxford.org/what-we-do](http://www.keenoxford.org/what-we-do)

# Demographics of session participants

Understanding the demographics of our participants is useful in helping to guide our services.

We now see a wider range of additional needs than ever, with more participants having multiple needs.

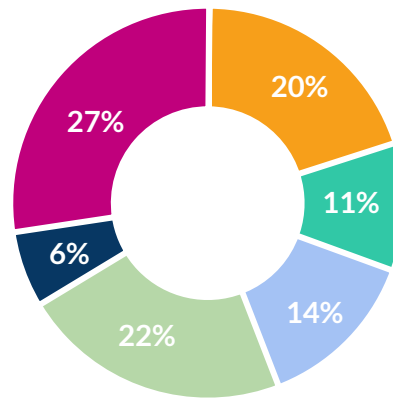
The gender breakdown of participants has remained fairly similar over the years.

As we continue to expand the provision we offer to adults, the proportion of participants in the over 18 age range has grown.

**36%**

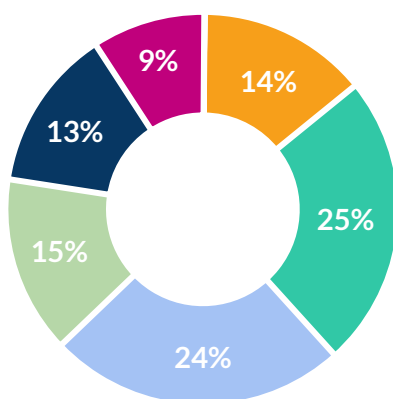
Of our participants in 2018/19 were adults

Conditions of participants with additional needs:



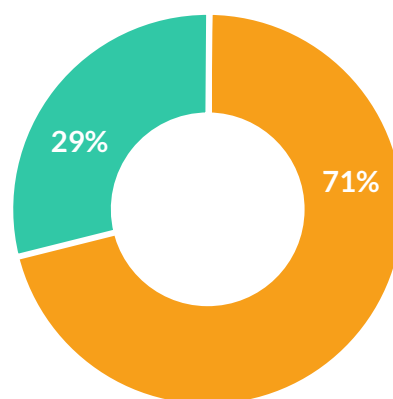
- Cerebral Palsy
- Down Syndrome
- Other genetic disorder
- Autistic Spectrum Disorder
- Development Delay
- Learning difficulty or disability

Age of participants with additional needs:



- 5 to 9
- 10 to 13
- 14 to 17
- 18 to 24
- 25 to 34
- 35+

Gender of participants with additional needs:

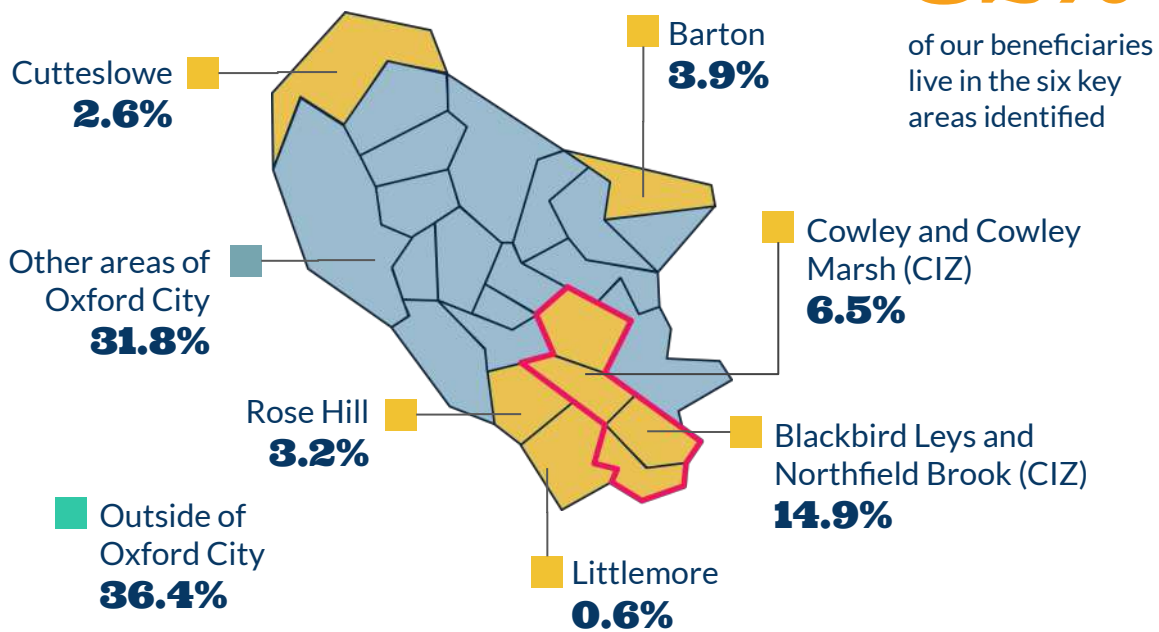


- Female
- Male

# The communities we work with

Our beneficiaries come from across Oxford and further afield. The map below identifies six areas of particular focus for us, where we know that there are currently low levels of inclusive social and recreational opportunities.

City of Oxford ward map: participants by area



**32%**  
of our beneficiaries live in the six key areas identified

### What we have learnt....

We know that the location of provision is one of the most important issues for families. This is partly due to barriers around transport. In 2019/20, we want to direct more of our focus on how to tackle this challenge. It is overwhelmingly likely that effective partnership is at the heart of the solution.

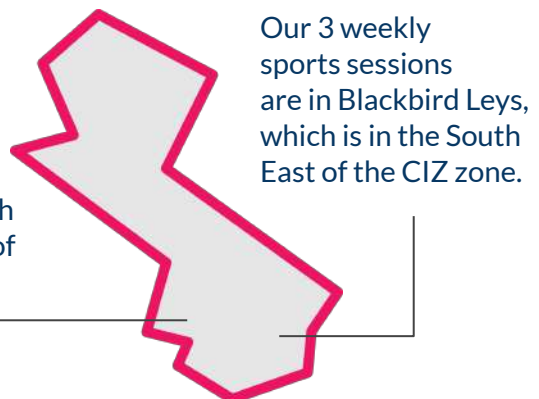
### Oxford's Community Impact Zone

Four of the above areas make up Oxford City's Community Impact Zone (CIZ), which is an area of focus and collaboration for many of the city's services and organisations, including ourselves.

**33**

beneficiaries living in the CIZ zone (likely an underestimate, as we don't record all participant addresses in this area)

Our after school club takes place at Mabel Prichard School which is in the South West of the zone.



Our 3 weekly sports sessions are in Blackbird Leys, which is in the South East of the CIZ zone.

# Our Programme

**692**

total participants (including people with and without additional needs) took part in our programme across the whole year

**63**

participants with additional needs joined us at our 32nd birthday party, our biggest participation in a single session of the year

We launched INK, our social enterprise art workshops, with

**19**

sessions and

**14**

participants (9 with additional needs)

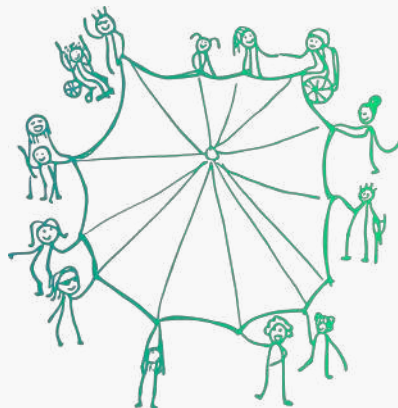
We launched our after-school club in partnership with Mabel Prichard school, with

**22**

sessions, and

**30**

participants (16 with additional needs)



We put on

**22**

unique KEEN plus sessions

We delivered

**4**

community outreach sessions, reaching a combined total of

**118**

participants

We launched our gardening project at Elder Stubbs Allotments, with

**18**

sessions and

**18**

participants (10 with additional needs)

Our minibus service provided in partnership with Youth Ambition led to an

**80%**

increase in participation at our Monday evening KEEN Teens sessions.





Zig-Zag is our weekly creative play, arts, and drama workshop for ages 4-13. This year our adventures took us all over the world on a range of risky missions and challenges!

### Key outcomes for participants with additional needs:

- **71%** of families reported an improvement in **7 or more of the 10 key areas** of their participant's wellbeing that we monitor.
- **86%** of families reported an improvement in their participant's **opportunities to be creative and use imagination.**
- **100%** of families reported an improvement in their participant's **opportunities to play with children in a group setting.**

### Key outcomes for session buddies:

- **64%** of session buddies strongly agreed that they developed useful communication, planning, teamwork, or leadership skills at Zig-Zag sessions.

# 85%

of families told us that coming to Zig-Zag had improved their participant's confidence.

### Zig-Zag this year

- **Number of Sessions:** 22
- **Individual contact hours created:** 186 (out of 409 overall)
- **Number of participants:** 22 with additional needs (86 overall)
- **Average attendance:** 8.5 participants with additional needs (19 overall)
- Two session buddies with additional needs
- We circumnavigated the globe by hot air balloon once!



### Participants and families

"Thanks to all the buddies who have played parachute games with me and those who have run after me in an effort to become as fit and as fast as I am! Have loved you chasing me and valuing me for being me."

**Catherine, Participant**

What is your favourite thing about Zig-Zag?

"Everything!" **Imogen, Participant**

"Eccleston has really enjoyed his sessions, especially at Zig Zag. We can see an overall improvement in Eccleston since joining KEEN, Thank you!!" **Parent**

“From exploring the lost words of nature to saving the world from a climate change disaster! We’ve had so many fun and exciting adventures at Zig-Zag.”

Oviya, Zig-Zag Coordinator

### Developments this year

- We adjusted the basic format of Zig-Zag sessions to make it more led by our participants’ creativity and ideas
- We took external advice and a training session from a child psychologist, to understand how to better support the children we work with emotionally.
- We made it possible for older KEEN participants with additional needs to attend and help at Zig-Zag as Session Buddies and helpers.



“Zig-Zag has been a powerful experience for me. My favourite memory is sitting with Ioan, exploring Geography books and having a deep 'man-to-man' conversation at Blackwell's Westgate.”

Zhen, Session Leader and KEEN Young Leader

### Aims for 2019/20

- Make Zig-Zag more accessible for children who struggle with echoey environments and loud noises
- Support a greater proportion of participants from economically disadvantaged backgrounds
- Incorporate further support and training from external expertise in education and child psychology



KEEN Teens is our weekly Monday project club for young people aged 10-19. Sessions are a mix of ambitious longer term projects and one-off themed sessions, including getting out and about.

#### Key outcomes for participants with additional needs:

- **69%** of families reported an improvement in **9 or more of the 10 key areas** of their participant's wellbeing that we monitor.
- **46%** of families reported an improvement in their participant's **ability to focus on longer term projects**.
- **69%** of families reported an improvement in their participant's **willingness to try new things**.

#### Key outcomes for session buddies:

- **91%** of session buddies agreed that participating at KEEN Teens has brought them closer to people in the Oxford community that they wouldn't otherwise have met.

# 116%

increase in average session attendance as compared to 2017/18! Thank you to the Youth Ambition team for helping to make this possible with provision of a minibus.

#### KEEN Teens this year

- **Number of Sessions: 22**
- **Individual contact hours created: 387** (out of 756 overall)
- **Number of participants: 27** with additional needs (104 overall)
- **Average attendance: 13.3** participants with additional needs (26 overall)
- Two session buddies with additional needs
- Including a short film project shown at Modern Art Oxford, and an award winning Young Enterprise team!



#### Participants and families

"I really enjoyed the session when we had arts and crafts with drums playing." **Kyle**

"I like being part of the group." **Robbie**

"The buddy system at KEEN has made a huge difference to our girls- being with enthusiastic young people with energy and empathy has really boosted their self-esteem and mental well-being." **Parent**

"Michael can be difficult to motivate but once you say "KEEN" he is - keen." **Parent**



“I will never forget my first KEEN session making instruments at Teens. It immediately made me fall in love with KEEN! Thank you, for the amazing times so far.”

Alana, KEEN Teens Coordinator

### Developments this year

KEEN Teens has developed substantially as a result of our partnership with Youth Ambition (Oxford City Council). Apart from the minibus service, they have also helped us to refine and improve our monitoring and evaluation methodology.

Another big change this year was a focus on longer, more ambitious projects, a good example being a series of short film making workshops which culminated in a viewing at Modern Art Oxford.



“I like KEEN Teens. I like the space. I like the cooking sessions. My favourite is pasta. I like the games.”

Theo, KEEN Teens Participant

### Aims for 2019/20

- A greater proportion of participants from economically disadvantaged backgrounds
- Work with Youth Ambition to translate our understanding and expertise into their own ‘mainstream’ activities around the city
- Undertake another series of ambitious and meaningful projects!

# ALLSORTS

Our Allsorts programme includes two Saturday afternoon physical activity and games sessions, for young people aged 4-12 and 13-25 years old respectively.

## Key outcomes for participants with additional needs:

- **75%** of families reported an improvement in **7 or more of the 10 key areas** of their participant's wellbeing that we monitor.
- **80%** of families reported an improvement in their participant's **general fitness and physical health**.
- **78%** of families reported an improvement in their participant's **movement, coordination, and balancing skills**.

## Key outcomes for session buddies:

- **80%** of session buddies strongly agreed that they developed useful communication, planning, teamwork, or leadership skills at Allsorts sessions.

# 56

participants with additional needs at our biggest regular Allsorts session of the year.

\*as compared to 2017/18

## Allsorts this year

- **Number of Sessions:** 21
- **Individual contact hours created:** 1037 (out of 1817 overall)
- **Number of participants:** 108 with additional needs (340 overall)
- **Average attendance:** 37 participants with additional needs (64.9 overall)
- **32%** increase in average attendance\*
- Four session buddies with additional needs
- We tried out 34 different sports and games!



## Participants and families

"I like playing rugby because I can run around really fast like sonic. I really enjoy playing rugby with the rugby club." **Thomas, Allsorts Participant**

"Allsorts has been a highlight of my first year at uni. It is a very welcoming and a really enjoyable thing to do. The participants are so enthusiastic and fun to run around with. One of the (many) best bits is when they get to know you personally." **Luisa, Session Leader**

“Allsorts has been great, with fantastic sports clubs helping to lead sessions, and our Session Buddies ensuring an inclusive, fun, stimulating environment all year round.”

Jemma, Allsorts Coordinator

## Developments this year

We added sports coaching and development expertise to our staff and volunteer team, and built upon our placement and research partnership with Oxford Brookes University.

This led to improvements to session planning and structure, using a modern approach to physical literacy and inclusion, and more involvement from people with additional needs as buddies, session leaders, and in other leadership positions.



“I really enjoyed going every Saturday to Allsorts, it does me the world of good for me to be outside with my best buddies or friends in the fresh air, it cools me down. I like the three main sports.”

Jake, Allsorts Participant

## Aims for 2019/20

- A greater proportion of participants from economically disadvantaged backgrounds
- Further integration of learning from research partnership with Oxford Brookes University
- Support more people with additional needs into voluntary and leadership positions within Allsorts.

# KEEN

## after-school club

One of our new projects this year, taking place at Mabel Prichard School, and offering weekly recreational and physical activities without the barrier of transport as experienced by many families.

### Key outcomes for participants with additional needs:

We have really enjoyed working with Mabel Prichard School since January 2019. In that time, we've got to know our new participants better, including their needs and how best to support them.

Individual case studies and feedback from the school staff team have highlighted the difference we have made to students' level of physical activity, confidence, and interest in new activities.

### What we have learnt...

Working within a school environment has been a great experience for us. It's enabled us to learn more about the disabilities and special needs that we work with most often.

It's also allowed us to bring our work directly to a new group of beneficiaries, in an area of Oxford with limited opportunities for physical activity.

### After-School Club this year

- **Number of Sessions:** 22
- **Individual contact hours created:** 416 (out of 627 overall)
- **Number of participants:** 16 with additional needs (25 overall)
- **Average attendance:** 12.6 participants with additional needs (19 overall)
- We made a papier mache solar system, created a treasure hunt, and designed the page headings for the KEEN Yearbook 2019.



supported by



satellite club funding

“ Each week we aim to create something with our hands, play games outside, garden, and of course have a pit-stop in the awesome sensory room before home-time!”

Maya, After-school Club Coordinator

### Developments this year

We focused on putting in place regular after-school physical activities, with a mix of sports, games, and arts-based projects.

We developed pathways for non-disabled young people to get involved, in particular working with City of Oxford College. This has meant most session buddies have been in the 16-19 years age range, and the sessions have had an inclusive ethos.



“ I have really enjoyed our sessions at Mabel Prichard, and getting to know all of the students there.”

Malika, Session Buddy

### Aims for 2019/20

- To increase the number of session buddies taking part
- To support students at the nearby Oxford Academy School to get involved
- To do projects which connect with the local community, including in particular the museums, galleries and theatres in Oxford.

# KEEN gardening

Our new gardening project takes place at our Allotment site, and is open to participants of all ages. A mix of long and short term goals aims to get all participants active, engaged, and learning.

## Key outcomes for participants with additional needs:

Setting up our new allotment and gardening project has been exciting, challenging, and lots of hard work!

The goal of this new project was always to be participant led, and it's been great to have participants with additional needs taking on responsibility for maintenance, organisation, and growing on the site.

We've already seen the happiness and sense of calm being on site gives to many participants. A piece of feedback received regularly is how well the project is suited to people who prefer to be outside or in less noisy environments.

## Gardening this year

- **Number of Sessions:** 18
- **Individual contact hours created:** 95 (out of 201 overall)
- **Number of participants:** 10 with additional needs (18 overall)
- **Average attendance:** 3.5 participants with additional needs (7.5 overall)
- Three session buddies with additional needs
- We dug out our first potatoes, and have more rhubarb than we can ever eat.



## Participants and families

"The allotment is a fun project. I like watering Thomas with the watering can!  
We are growing lots of plants like Rhubarb."  
**Antony, Gardening Participant**

## What we have learnt...

Apart from that gardening is a lot of hard work? We've also learnt about how to make permanent outdoor spaces safe and inclusive environments. For 2019/20, a key goal is to make our garden site even more inclusive, which means putting in raised beds, and raising money for a shed which will be great both for storing equipment and running activities when it is wet or cold. As well as being a useful place to shelter during rain showers!

“Working on the KEEN allotment this year has been an absolute pleasure. Our regular gardeners (including Mr Robin) have worked super hard, thank you to everyone involved. I can't wait to see where this project goes!”

Ro, Gardening Coordinator

### Developments this year

As a new project, most of our development has been in readying the allotment site for inclusive sessions. Luckily, we've had plenty of help to do this from our participants themselves!

Key among this - as with any allotment or garden - has been weeding. Lots of it! However, we're now seeing the fruits of this labour with plenty of vegetables growing and more of the allotment space available for future growing projects.



“I like digging. We grew broad beans and rhubarb to make rhubarb crumble.”

Harry Potter (aka Cara), Gardening Participant

### Aims for 2019/20

- To put in raised beds to make growing wheelchair accessible
- To install a shed with wheelchair friendly access, providing shelter and somewhere to work in the cold or rain
- To use the project as a basis for connecting with other allotment sites in Oxford and further afield, for the purposes of promoting inclusion



INK is all about participants building confidence and ideas about their own lives, through creative arts and social enterprise. Weekly workshops run almost all year round.

### Key outcomes for participants with additional needs:

We have really enjoyed working with the founders of INK since February 2019. In that time, we've got to know them and our new participants better, and we've also set out a coherent and ambitious vision for the project.

Already, we are seeing the project's potential to help people develop their confidence and aspirations.

“ INK is for disabled people to be heard and let you know how we feel, so people don't jump to conclusions about people with disabilities. People focus on our ability not disability.”

INK Participant

### INK this year

- **Number of Sessions:** 19
- **Individual contact hours created:** 474 (out of 711 overall)
- **Number of participants:** 9 with additional needs (18 overall)
- **Average attendance:** 7 participants with additional needs (12 overall)
- We had our first exhibition at the Old Fire Station Gallery in Oxford in July.
- We worked with three professional artists in the first half of 2019.



### Participants and families

“Really good fun, really enjoy coming and love trying new things.” INK Participant

“[It] gives me a reason to get out of bed on a Friday morning” INK Participant

**37**

total participants reached through outreach workshops



**“ We are thrilled to be collaborating to create opportunities for adults to build their confidence through arts and enterprise. We are already creating and achieving real benefits for this often overlooked and marginalised group.”**

Pip Hoyer Millar, INK Founder

### Developments this year

INK’s second ever and most recent series of workshops commenced in February 2019, with an increased number of outreach workshops in the local community also taking place.

These workshops have given us the opportunity to develop INK in line with participants’ feedback so far. Our biggest development since has been to focus on INK becoming a fully self-funding social enterprise.



**“ I like meeting friends at all Sessions. I like INK. We get the walking tours and an education. At the museum we were looking for statues and we found fans. I like Vic and Pip.”**

Antony, INK participant

### Aims for 2019/20

- To make £6000 in earned income to reinvest in project costs
- Attract further participants from across the city
- Build greater connections with the existing KEEN community, including more opportunities for learning and teamwork between people with and without additional needs.



“I help out with the other Session Buddies. I enjoy working with the kids and the other volunteers.”

Martina (and Monkey),  
KEEN Session Buddy and  
GrEAT member



GrEAT Social is our weekly Monday project club for adults. Sessions are a mix of ambitious longer term projects and one-off themed sessions, including getting out and about.

### Key outcomes for participants with additional needs:

- **87%** of families reported an improvement in **6 or more of the 10 key areas** of their participant's wellbeing that we monitor.
- **93%** of families reported an improvement in their participant's **access to unique opportunities**.
- **100%** of families reported an improvement in their participant's **willingness to try new things**.

### Key outcomes for session buddies:

- **82%** of session buddies agreed that participating at GrEAT Social has brought them closer to people in the Oxford community that they wouldn't otherwise have met.

**80%**

of families told us that coming to GrEAT Social had improved their participant's independence.

### GrEAT Social this year

- **Number of Sessions:** 24
- **Individual contact hours created:** 814 (out of 1216 overall)
- **Number of participants:** 25 with additional needs (78 overall)
- **Average attendance:** 17 participants with additional needs (25.4 overall)
- We made trips to the Oxford Christmas Lights festival, the Oxford museum of Natural History, and the pub, three times!



### Participants and families

"My favourite thing about KEEN is the people. I like dancing." **Mark, GrEAT Member**

"My favourite thing about KEEN is cooking. I like watching films and listening to things." **Jenna, GrEAT Member**

"I like gardening, and salad, and chips, and cake. I like football" **Sarah, GrEAT Member**

“GrEAT social is a fab session as whilst activities are going on, participants can all chat and mingle. We have such a lovely group of adults who attend, all with such fantastic and unique personalities.”

Annie, GrEAT Coordinator 2018

### Developments this year

The biggest development in 2018/19 was moving to a participant-led organising committee as the leadership behind GrEAT.

This means we now have more direction from our GrEAT members themselves, and they are more active in making GrEAT Social what it is.

New sessions took us into Oxford City, with a focus on getting out and about more, and making all sessions more physically active.



“This is my 10th year at GrEAT. My favourite activity is the Pub Quiz.”

Stephen, GrEAT Member

### Aims for 2019/20

- Broaden participation and attract new members.
- Support more people with additional needs into voluntary and leadership positions on the GrEAT Social committee.
- Work in partnership with other providers of adult services in the city, to strengthen overall provision



GrEAT Sports is our Tuesday evening physical activity and sports session aimed at adults. Sessions are focused around encouraging physical activity and building physical confidence.

### Key outcomes for participants with additional needs:

- **80%** of families reported an improvement in **9 or more of the 10 key areas** of their participant's wellbeing that we monitor.
- **90%** of families reported an improvement in their participant's **general fitness and physical health**.
- **100%** of participants reported an improvement in their participant's **movement, coordination, and balancing skills**.

### Key outcomes for session buddies:

- **55%** of session buddies strongly agreed that they developed useful communication, planning, teamwork, or leadership skills at GrEAT Sports sessions (100% agreed!).

# 90%

of families told us that coming to GrEAT Social had improved their participant's ability to be part of a group.

\*as compared to 2017/18

### GrEAT Sports this year

- **Number of Sessions:** 36
- **Individual contact hours created:** 443 (out of 735 overall)
- **Number of participants:** 18 with additional needs (80 overall)
- **Average attendance:** 12.2 participants with additional needs (20.2 overall)
- 25% increase in average session attendance\*
- Three session buddies and two session leaders with additional needs



### Participants and families

"KEEN likes sports like tennis and running, and I like them very much." **Julia, GrEAT Member**

"I like GrEAT Social and GrEAT Sports. My favourite sport is basketball and I like volleyball too." **Sam, GrEAT Member**

"I love coming along to Great Sports knowing that I have helped someone learn something new. I'm forever smiling at Great Sports" **Daisy, Session Coach**

“GrEAT sports has been fun packed this year from trying new sports and different activities games all together! Can't wait for more summer sports!”

Sarah, GrEAT Sports Coordinator

### Developments this year

There were significant changes at GrEAT Sports over the last year. Our partnership with Oxford Brookes Coaching and Sports Science Faculty helped us to focus on how we improve physical literacy through our sessions, and make sport appeal to those who don't like sport!

We also worked to collaborate with a greater number of local sports clubs, in favour of individual coaches, which helps us to promote inclusion more widely.



“I really like skipping in GrEAT Sports. I enjoy the end of term party. I liked all the sports and games.”

Charlie, GrEAT Member

### Aims for 2019/20

- Broaden participation and attract new members.
- Develop a GrEAT Sports committee, to mirror the success of that at GrEAT Social.
- Continue to work with a greater number of local sports clubs to promote inclusion.

# KEEN+

KEEN Plus sessions are anything additional to our regular sessions and projects above. This year, the 22 included our 32nd birthday party, two day trips, a treasure hunt, and the KEEN Olympics!

## Key outcomes for participants with additional needs:

- **85%** of families reported an improvement in **7 or more of the 10 key areas** of their participant's wellbeing that we monitor.
- **85%** of families reported an improvement in their participant's **access to unique opportunities**.
- **78%** of participants reported an improvement in their participant's **confidence in new environments**.

## Key outcomes for session buddies:

- **89%** of session buddies strongly agreed that their understanding of people with disabilities and other additional needs is better because of participating at KEEN Plus sessions.

# 63%

of families told us that the atmosphere created at KEEN Plus sessions is excellent (89% told us it is very good)

## KEEN Plus this year

- **Number of Sessions:** 22
- **Individual contact hours created:** 1400 (out of 2243 overall)
- **Number of participants:** 239 with additional needs (444 overall)
- **Average attendance:** 18.6 participants with additional needs (27.9 overall)
- We took a day trip with 30 participants with additional needs to Winchester Science Centre, thanks for being great hosts!



## Participants and families

"I learn how to skate again after three years, I just remembered how do it, it felt good! My best memory of this year was last year's Olympics, because it was definitely this year!" **James, Participant**

"KEEN is good. It is fun. I love it all. Howard's great. Roo is not that bad. We are happy." **Oliver, Participant**

“This has been a fab year for KEEN Plus, with so many buzzing trips. There isn't space for all the brilliant memories, but I can't wait to make more!”

Char, KEEN Plus Coordinator

## Developments this year

The biggest development this year has been the number of KEEN Plus activities that we are offering, which has increased substantially.

By offering a more regular and broader programme, we are catering to a great need amongst children and adults with additional needs to get out and about and experience unique opportunities in an informal and sociable way.



“How was kayaking? “It was really fun. Interesting experience, I've never done kayaking in an indoor pool before. The instructors were really nice.”

Rhodri, KEEN Plus Participant

## Aims for 2019/20

- To incorporate two themes to our programme: Dance and Science!
- To collaborate with even more partner organisations in the city, promoting inclusion more widely as a result
- To raise funds to allow both an over 18 day trip and and under 25 day trip.



# Families and participants

We welcomed over

**40**

new regular participants in 2018/19!

**88%**

of new participant's families in 2018/19 were happy or very happy with what KEEN has provided them so far.

"KEEN is amazing, it's something all our children can do together - and even better, without us parents! We are always confident that KEEN will be able to cope with our children's needs - apart from KEEN activities, it's rare to be able to leave them with other people and not spend the whole time worrying (not just about them - but about the people who are looking after them!)"  
**Parent**

"Ticking the best boxes seems quite inadequate - KEEN has completely transformed Julia and Kate's lives, and our lives as a family. When other activities conflict with KEEN ones and they have to choose, there is not a second's pause... it's ALWAYS the KEEN ones chosen with huge enthusiasm."! **Parent**



**64%**

of participants were from within the city with

**36%**

from surrounding areas.

**16**

siblings have taken part in our sessions and projects

**95%**

of our regular participants and their families have given us direct feedback.

"I have explored a range of other organisations which say they can handle young people with learning difficulties, but they are in practice all focussed on mild learning difficulties. KEEN is the only organisation which covers the range from severe to mild learning difficulties, and enables the activities to include everyone with enthusiastic participant volunteers. We feel very lucky to have found KEEN!" **Parent**

On top of which, we developed a new strategy for 2019-2024! See page 65

“Being in costume, brains running at one hundred miles an hour, a creative thunderstorm!”

Maxine Gill, KEEN Young Leader and Session Buddy



# Working with others

We set a new vision in 2018/19: inclusion everywhere, not just within our own sessions and projects. This - alongside the other many benefits of collaboration - has changed our approach.

Research into how provision in our community has changed over the years we have been active showed us that segregated activities are still the norm.

If we want all people with additional needs to have the opportunities we try to provide through our own sessions, this has to change.

“The inclusive World Table Tennis Day event we ran with KEEN was a highlight of our year. It was fantastic to see so many people of all abilities enjoying table tennis together. We look forward to continuing our partnership.”  
Anne, Oxford Community Table Tennis Club

So, with this in mind, we launched a completely new and fundamental strand of work in 2018/19, to support other organisations in making their own provision inclusive. Our successful *Community Sports Partner Programme* pilot was the first result of this.



For information on all of our partners, please visit [www.keenoxford.org/what-we-do](http://www.keenoxford.org/what-we-do).

## Hear from our partners

Find out from our partners themselves about our work together over the last year!



### Youth Ambition

“Youth Ambition is happy to be supporting the KEEN Teens sessions. Activities are well planned to engage all participants and to help improve their emotional and social development. Working with participants with special needs can be challenging, however staff are able to adapt to ensure they all have a good experience. It’s great to see with the involvement of our minibuses that more young people from Oxford’s priority areas are accessing the session which has increased attendance.” **Leonard, Sophie & Alexandra, Youth Ambition, Oxford City Council**



### Brookes University

“Excerpt about how Allsorts has developed over the past year (Don’t reference the year more than necessary).”  
“Excerpt about how Allsorts has developed over the past year (Don’t reference the year more than necessary)”  
“Excerpt about how Allsorts has developed. **Name, Participant**

“Excerpt about how Allsorts has developed over the past **Name, Parent/Carer**

Other partners in 2018/19 included the wonderful organisations below. Thank you for working with us! (for a full list, please see our website):



# Our partners

**20%**

of our core sessions involved direct work with partners in external community locations.

"We are always delighted to see KEEN enjoy our FUNomusica concerts at the Oxford Town Hall, and are thrilled they could attend all three performances this season!"

**Georgia, Oxford Philharmonic Orchestra**

**12**

university clubs supported our sports sessions

We contributed to

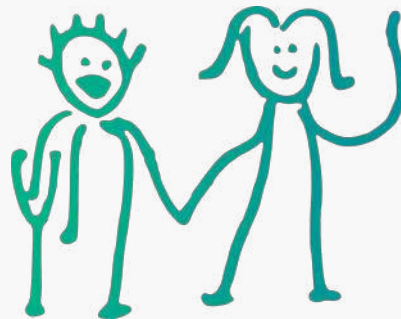
**10**

partnerships, chairing **three** of these and playing a lead role in establishing the **Oxfordshire Additional Needs Partnership**.

Over the year, we took part in

**73**

collaborative meetings with partners!



"It's been a pleasure to work with KEEN again this year! They have taken part in our Young Trustees Programme, which increases the diversity of local charity boards, and Impact Labs, through which trained volunteers work on impact measurement challenges. Thank you for your ongoing enthusiasm for engaging the wider community in your work!"  
**Rachel, Oxford Hub**

We collaborated with

**9**

partners to support pathways for young people into joint and internal internship and placement programmes

"Active Oxfordshire are really pleased to be working closely with KEEN to support and increase inclusiveness. We know that disabled people are twice as likely to be physically inactive so we need to help make change happen to address this inequality. Innovative agencies like KEEN bring a fresh approach and new thinking which we are happy to support through our funding programmes and our networking and advocacy work." **Paul Brivio, CEO, Active Oxfordshire**

On top of which, we developed a new strategy for 2019-2024! See page 65

# Our Community Partners

Our Community Partner Organisations help to make our sessions and projects as engaging and diverse as possible. They also connect our participants with opportunities outside of KEEN, and give us the opportunity to promote inclusion more widely.



## St Peter's College, Oxford University

We have renewed the relationship between SPC and KEEN this summer! The SPC rugby team in particular did a fantastic job, quite literally throwing themselves into running the sessions." Ellie, St Peter's College



## Oxford Sirens Cheerleading Club

"Working with KEEN was such a fantastic experience for the Oxford Sirens. We were able to share cheerleading with many young people who have never tried it before and that was really amazing. We would love to work with KEEN again in the future!" Anne, on behalf of the team at Oxford Sirens

12

Oxford University sports clubs or teams

9

Local community organisations

9

Local community organisations

9

Local community organisations

## What we have learnt....

In 2018/19, we fully realised the potential of working with these community partners, and we have plans to include even more in our work in 2019/20. This will allow us to promote an awareness of additional needs and inclusion even further!

## Our Community Sports Partners

In 2018/19 we ran a successful pilot of our Community Sports Partner Programme. The goal is to substantially improve the opportunities for people with additional needs to participate in physical activity in Oxford, by supporting mainstream clubs in key areas of the city to become more inclusive.

During our pilot programme we worked with the five clubs shown to the right, culminating in showcasing them at the 32nd KEEN Olympics in June 2019! Find out from a few of our partner clubs below.



### Falcon Canoe and Kayak Club

“Our team of coaches and volunteers at Falcon Rowing and Canoeing Club have been working with KEEN for a few years. In 2019 our kayaking team has run kayak and canoe sessions in the swimming pool and on the river. We are always impressed with what KEEN offers the local community, and everyone really enjoys the time on the water. We look forward to continuing and strengthening the partnership.” **Nick Barnett, Kayak Captain**



### Yoga Quota

“At Yoga Quota, we absolutely love working with KEEN. They helped us think about the accessibility and inclusion of our studios, and we collaborated to produce a short film to welcome students our High Street studio. We’ve also loved teaching yoga at wonderful events including their Allotment day! **Harriet, CEO, Yoga Quota**

Thanks to a successful funding bid to the Oxford Sports Council for £10,000, we have funds to expand this programme in 2019/20. Watch this space!



“I like meeting friends at all sessions.”

Antony, KEEN participant and GrEAT member



# A movement for inclusion

When we decided we wanted to see inclusion everywhere, people in our team started to have ideas on how our community could promote and celebrate inclusion further afield.

The result is another new strand to our work, including two exciting community-led campaigns which are ready to launch in the autumn of 2019, and two fantastic competitions (one of them international in scope!) seeking to engage and inspire young people to think about inclusion and how to make our world more inclusive.

“At first I felt like I didn't have enough training going in, but after a session or two the rhythm of the sessions felt quite comfortable and enjoyable. Thanks for this wonderful program!”  
Laura, Team member

We hope it won't be long before both campaigns and competitions start to make a real difference, in 2019-20 and into the future!



**Inclusivity**

an international photography competition  
@keenoxford | @theyouthslens  
#keenphotocomp2019



**KEEN  
DESIGN  
COMPETITION  
2020**

## Campaigns and competitions

In 2018/19, our team members wanted to tackle issues in the wider community that we are not able to influence easily through our own sessions. This led to the campaigns and competitions described here.



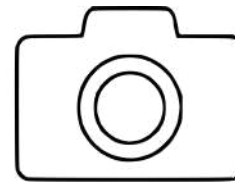
In partnership with



We believe that children with additional needs should have an equal opportunity to learn to swim. This means accessing swimming lessons in the same locations, at the same times and for the same price as any other child. Our Swimclusive! campaign aim to support leisure centres across Oxfordshire to make fully inclusive swimming lessons a part of their regular timetables.



#ShareOneWorld aims to be a national campaign targeting the 10-25 age group. Launching in September 2019, the goal is to promote a greater awareness of inclusion, and build a movement of 'pledge makers', young people taking a lead to help make their own community more inclusive.



## Inclusivity

Inclusivity is a photography competition designed and set up by a team of young people on our Young Leader Programme (see page xx). The goal is to get people thinking creatively about what inclusion looks like, and entries are welcome from across the world!



Another Young Leader Programme led project, this competition is all about how we include participants with the most profound physical and learning disabilities in physical activity and sport. It challenges students to design physical aids that can help with this challenge.

“To be able to learn so much while creating social change is such a rewarding experience. As a youth-led organisation, KEEN empowers young people to take initiative and lead big projects and I'm so grateful for this opportunity.”

Alysa, #ShareOneWorld Campaign Manager

# Our youth-led movement

The energy and commitment of the people at the heart of KEEN has always been special. This year, we took steps to harness even more of this energy, and direct it in new ways.

KEEN was started by students in Oxford, and while our team welcomes people of all ages and backgrounds, young people remain at its core.

We decided this year to harness the energy of the hundreds of people who join us and translate it into a genuine, grassroots movement for inclusion.

“The Young Leader Programme has allowed me to meet all sorts of people from around Oxford. I am very grateful to have been able to work on some fantastic projects together.”  
Zhen, KEEN Young Leader

We opened up more opportunities for young people by establishing our Young Leader Programme and developed new internship and placement programmes. Most importantly, people with additional needs took on leadership positions at all levels of our organisation.



## Team spotlight: Stephen and Martina

Outside KEEN, **Stephen** is part of Oxford City Casuals Football Team. He has been doing karate since 2007, reaching the level of brown belt with black tip. He has also been working at Matalan since 2001.

**Martina** works part time at a school helping with meal times. She likes playing with her iPad, watching TV, and going for walks. She has been coming to KEEN for around 15 years.

### How did you get into volunteering?

**Stephen:** I was a participant at KEEN and wanted to do more so had a chat with Roo and Jo about opportunities to help.

**Martina:** Roo asked me if I wanted to help out at KEEN and I said yes.



### What do you do each week?

**Stephen:** I help out in the office and prepare equipment for KEEN Teens, GrEAT Social and GrEAT Sports. I am a Session Coach at those sessions and Allsorts.

**Martina:** I help out with the kids and other Session Coaches. I enjoy working with the kids and the other volunteers.

### How is it, being part of the KEEN team?

**Stephen:** It's amazing.

**Martina:** Quite easy! [Martina keeps Rupert on his toes]. I help at Allsorts, KEEN Teens, and I am going to start at Zig-Zag in January.

### How would you like to develop your journey on the KEEN team?

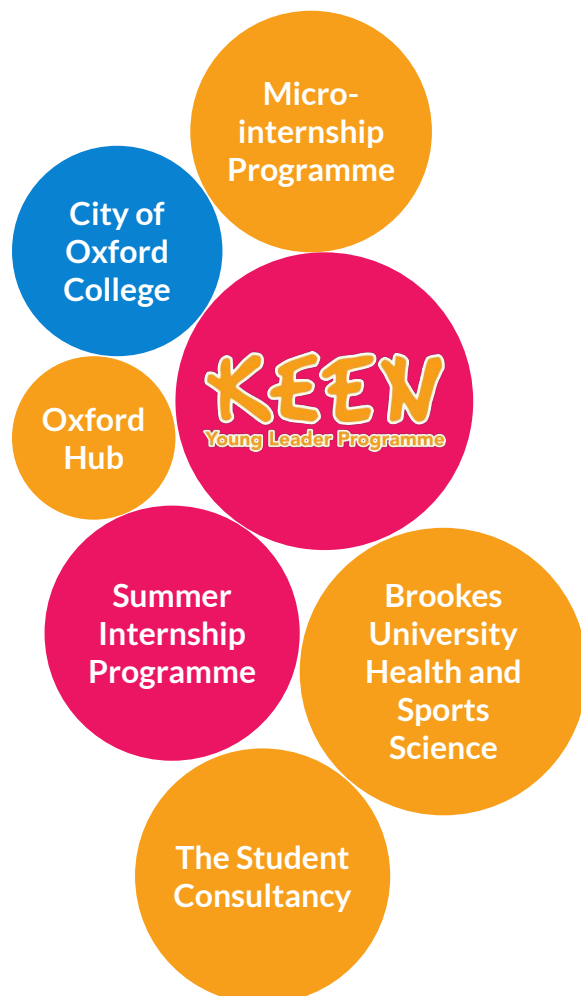
**Stephen:** I spoke to Sian about leading a GrEAT Social session next year.

**Martina:** I would like to lead one of the sessions at Allsorts, helping with football, dancing, or tennis.

# Internships and placements

We want to engage and inspire young people with our outlook on inclusion in as many ways as possible.

In 2017/18 we created a programme of internships and placements to allow more people to make a difference to our work behind the scenes, and develop their own understanding and a wide range of skills. This developed further in 2018/19, and we now support seven regular internship and placement programmes.



**81**      **1604**

internships and placements

total hours of mutual work and support

“Being a micro-intern at KEEN enabled me to meet an amazing and incredibly motivated team, develop useful skills, and think creatively while working on very different and meaningful projects to make society more inclusive!” Victoria, Micro-Intern



# KEEN

Young Leader Programme

One of our newly created placement programmes in 2018/19 is a flexible 4-8 month placement for young people aged 16-19, during which time they complete a project in each of four areas:

Recruitment | Session planning and leading | Publicity | Fundraising

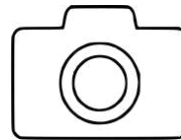
Young Leaders take part in KEEN sessions, events, and meetings and get a full insight into our work. They also receive training, support, and the opportunity to meet and work with other students on the programme.

21

Students completed the programme in 2018/19!

93%

of our Young Leaders felt the programme gave them important skills



Inclusivity

KEEN  
DESIGN  
COMPETITION  
2020

Find out more about three projects which our Young Leaders have been involved with this year! See page 50.

“Participating in the Young Leader Programme has been an exciting and fantastic experience. The best part is meeting different people at every session and having fun together.” Victoria, Young Leader



# Our movement

**382**

session buddies participated in our sessions in 2018/19, providing the one-to-one support that help make our programme fully inclusive!

**21**

young people graduated from our newly established 'Young Leader Programme' and its 4 to 8 month project based opportunities.

**36%**

of our team members surveyed strongly agreed that their experience at KEEN has made them more likely to pursue a career with a clear positive social impact (with 70% agreeing!).

**462**

Total team members gave

**4680**

hours to KEEN, a contribution in kind of

**£46,900**

(calculated using the Oxford living wage).



We organised

**10**

key training opportunities for our team members, including inclusive sports training, supporting children's emotional health, and leadership and project management.

Our committee included

**16**

wonderful members. Thank you for all your work!

We ran

**7**

different internship and placement programmes across the year, benefitting 59 people.

**55%**

of our team members surveyed strongly agreed that they have developed useful communication, planning, teamwork, or leadership skills at KEEN.

**84%**

agreed that participating with KEEN has brought them closer to people in the Oxford community that they wouldn't otherwise have met.

On top of which, we developed a new strategy for 2019-2024! See page 65



“We love heading to the rink with KEEN each term. Getting out on the ice, learning, and making friends - that's what it's all about”

Oxford University Ice Hockey Team, KEEN Community Partner



# Resilience and sustainability

Being effective requires being a healthy organisation. A year ago, we knew that there was work we could do to become a more resilient and sustainable organisation.

A review of our administration and operations led to substantial financial savings on administration. A review of governance led to updated policies and procedures and risk register. A renewed approach to financing KEEN focused on diversifying our voluntary income and investigating viable sources of earned income.

“We take governance seriously to be sure our participants and their families feel supported from the moment they step on the field, court, or museum floor. An organisation with big dreams needs the practical backing of a committed and diverse Board.”  
Sophie, Trustee

We also took the big step of moving home at the end of 2018/19 ! We will now be based closer to our beneficiaries in a wheelchair accessible space. We have achieved our goal of being a more resilient and sustainable organisation now than twelve months ago.



# Governance and Policy Review

In October 2018 KEEN's board of trustees conducted a performance review of its governance. This highlighted six areas for improvement, and all trustees undertook a guided self-evaluation of their duties.

## Key outcomes of review

- Recruitment of a legal expert and special education professional in early 2019 and a fundraising consultant in June.
- Existing trustees re-committed to their roles and duties on the board
- A policy review, with the support of Oxford University law students
- A risk register was created as part of our policy review
- Further goals set, including diversifying further the ages and backgrounds of members of our board, and extending budgeting to a 3-year cycle

## Administrative and operational review

Our administrative systems (e.g. for holding and processing participant data) were last updated several years ago. By implementing a fully online approach and optimising other operational processes, we have removed the need for additional administrative support.

# £6,000

yearly saving on administrative staffing costs

## Policy review

Over the last two years we have placed a much greater on inclusion within KEEN. Breaking down barriers at all levels of the organisation had made it necessary to adapt or replace our existing policies to ensure they stay fit for purpose. The primary objective is to create an environment in which our beneficiaries and team members are safe, supported, and happy.



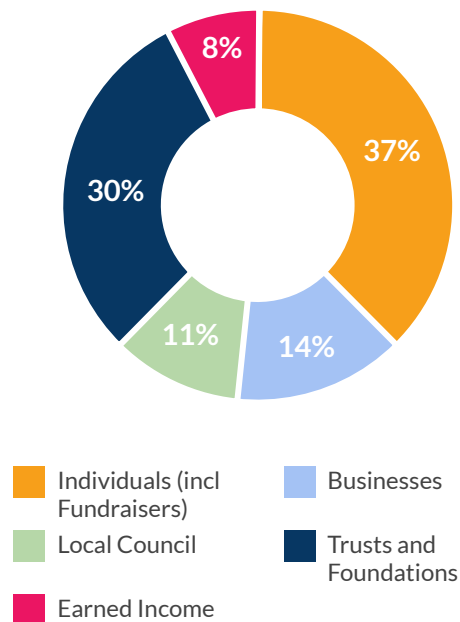
## Financial summary 2018/19

This was an important year for us financially. With our programme of sessions and projects almost doubling in size, and two new strands of work created, we needed to ensure that our expenditure was as effective and efficient as possible.

We made significant savings in two areas of staffing costs, made possible by investing time into developing more efficient processes and systems. At the same time, we made good progress towards diversifying our income, with our new supporters scheme bedding in and attracting new support, and substantial resources devoted to developing viable sources of earned income.

This year KEEN again demonstrated exceptional value for money.

Our income (total £72,754)



**24%**

saving on overall expenditure as compared to 2017/18

**£12,000**

reduction on salary costs

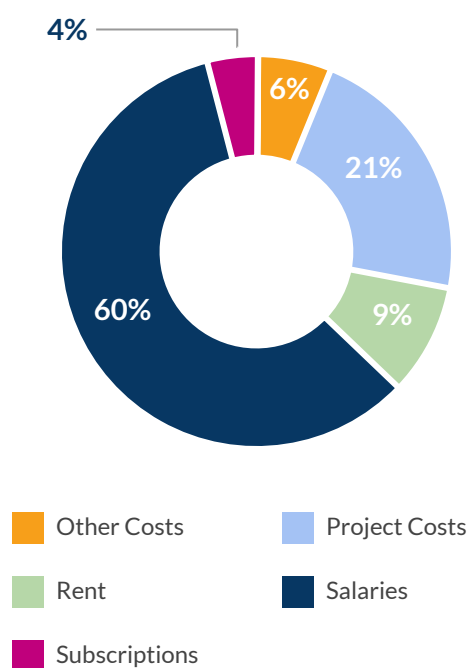
**90%+**

of our expenditure went on direct charitable costs

**£14**

The cost of each hour of one-to-one contact time provided to beneficiaries at our sessions and projects

Our expenditure (total £60,513)



## Sources of income

This year we made developing a more resilient and sustainable approach to our income a priority.

The financial climate continues to be very tough for small charities and we are no exception. We were supported by some fantastic individual efforts, and made significant progress on developing our overall strategy towards voluntary and earned income.



Oxford City Stars Ice Hockey Team

**Raised £1200!**

### Successes in 2018/19

- Developing and launching a new supporter scheme, and expanding our team of patrons
- Engaging fundraisers through our newly established Ambassadors Fund
- Supported by an increased number of individual fundraising events and challenges
- Two streams of earned income in development

### Generating earned income

We set a target of increasing earned income to 10% of overall expenditure by September 2019, which we are on target to achieve. At the same time, we have devoted significant resources towards developing new streams of earned income. One, INK, has been active since February 2019, and we will be introducing further plans in autumn 2019.



Kidlington Market Fundraiser

**Raised £800!**

### What we have learnt....

The progress we have made on developing streams of earned income has given us the confidence that this is something achievable for us in the short to medium term.

We look forward to continuing this progress in 2019/20!

# Thank you!

...to our  
**30**  
regular givers, without whom KEEN could certainly not exist!

...to the  
**13**  
different trusts and foundations who have made grants to our projects.

... to the  
**31**  
different people involved in organising  
**12**  
fantastic fundraising events for KEEN!



... to the  
**17**  
people who support us through our Patron scheme.

... to the  
**11**  
Oxford Colleges and their JCR's, MCR's and SCR's who supported us last year.

Some of our supporters!



youth ambition



It is only thanks to your support that we can do the work we do! Thank you for helping us to make a huge difference in 2018/19.



DataSalon



Oxfordshire Community Foundation  
Local people helping local people



BALLIOL COLLEGE  
UNIVERSITY OF OXFORD



PF Charitable Trust

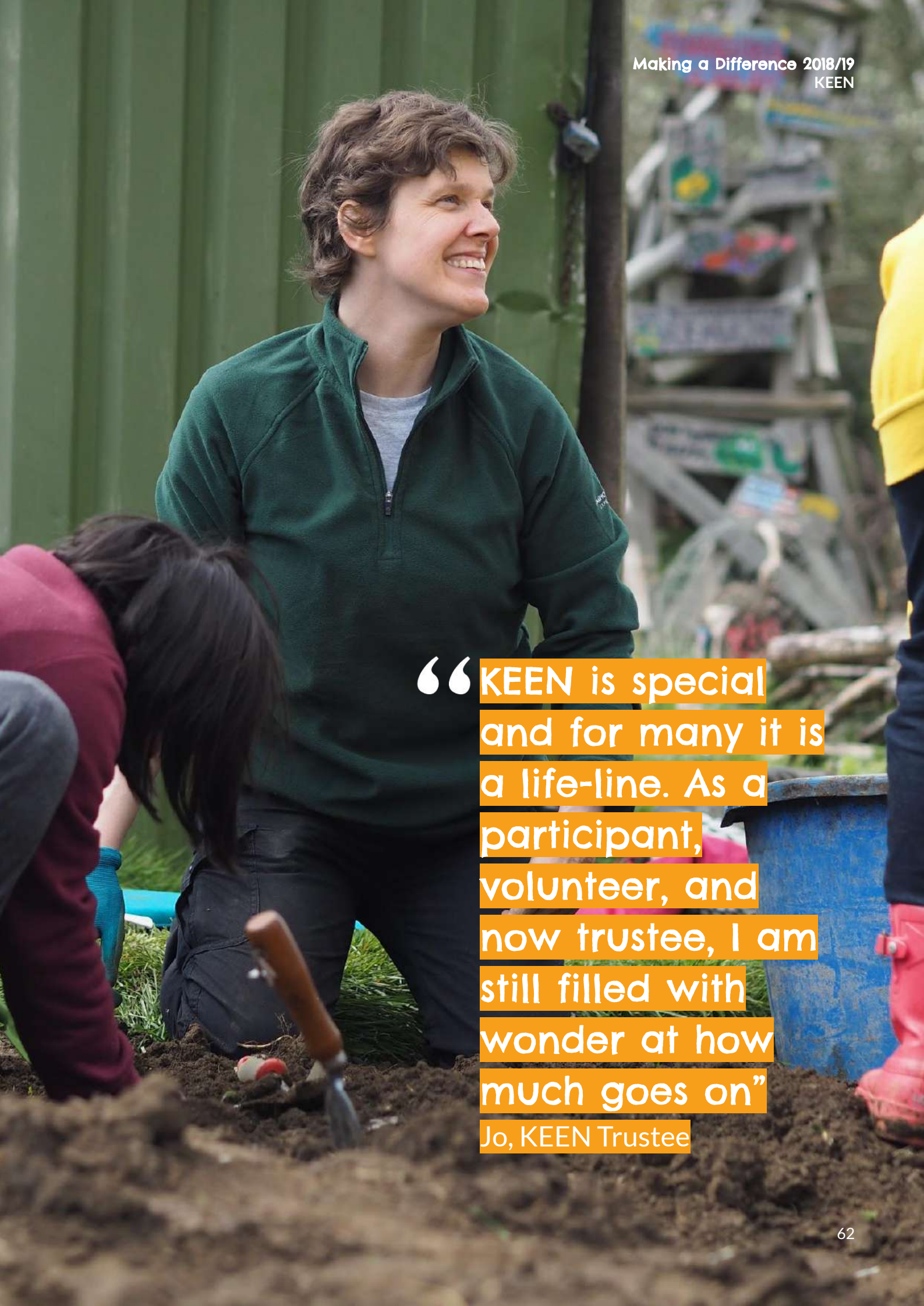


St Michael's and All Saints Charity



Active  
Oxfordshire

Find out more about all our supporters on [www.keenoxford.org](http://www.keenoxford.org)

A woman with short brown hair, wearing a green zip-up jacket over a grey t-shirt and dark pants, is smiling and looking to her right. She is standing in a garden area with a green corrugated metal wall behind her. In the foreground, there is a pile of dark soil with a small red-handled tool. To the left, another person in a maroon shirt is kneeling and working in the soil. To the right, a blue bucket and a person in a yellow shirt and red boots are partially visible. The background shows a wooden structure, possibly a trellis or support for plants.

“KEEN is special and for many it is a life-line. As a participant, volunteer, and now trustee, I am still filled with wonder at how much goes on”

Jo, KEEN Trustee

# Our Plan: 2019-2024

This report shows the early results of a new approach - in development since early 2018 - to achieving our vision, which is outlined further in this section.

Any plan is only as good as the team behind it, and any good plan must be flexible and responsive to change.

Our Plan 2019-24 is intended to be all these things, and to help us stay focused on the big picture. Using it as a touchstone will help us stay on track and measure how our work is making a difference.

“We recommend that KEEN start to implement a strategy which will lay the groundwork for making a difference both nationally and internationally going forward.” The Student Consultancy Internship Team

It is person focused, as people are the important asset we have, and the key to achieving our goals.



## Some core principles

The basics: some general principles to help guide our work over the next 5 years.

### How we will work

Our experience over almost 35 years has taught us a lot about the complexity and scale of the challenge in front of us. We know that we must retain our focus on the big issues, challenge the status quo both outside and within KEEN, and be ready to do things differently.

### Where we will do it

We aim to have the greatest impact we can for those most in need, and that means looking outside of Oxford to other places in which we can support inclusion, and efficiently scale our work. We can do this while retaining our grassroots, community led approach, at the same time as strengthening the work in our Oxford Hub.

### What we will do

In 2018/19 we considerably expanded our own programme of sessions and projects, and established two new strands of work: (1) supporting inclusion within other organisations and strategic partnership on inclusion between organisations, and (2) promoting and campaigning for inclusion more widely. In 2019-2024, we will continue to develop all three strands of our work

### Person-centred

Our broadest goal is to change our cultural approach towards inclusion for the better. The greatest potential for this ultimately lies not in organisations, but with individuals. Therefore, our work at all levels is designed to reach, inspire, persuade, and involve people as much as possible!

For more details on the above basic building blocks please see *Our Plan 2019-24* at [www.keenoxford.org/what-we-do](http://www.keenoxford.org/what-we-do)



## Five specific goals

### Goal 1:

Create exceptional community-led projects in Oxford and new UK hubs



Across our UK branches, we are aiming for a five-fold increase in community led session delivery by 2024 (5000 hours to 25000 hours).

### Goal 2:

Support inclusion and partnership in organisations outside KEEN



By 2024, every person with additional needs in Oxford has access to a range of appropriate social and recreational opportunities within easy reach of their home.

### Goal 3:

Youth and participant-led UK and international campaigns for inclusion



By 2022, to have involved 30,000 young people across the UK as pledge-makers in an effort to make their communities more inclusive.

## Our Strategy 2019-2024

### Goal 4:

Understand ourselves better



By autumn 2020, to have improved our current approach to monitoring and evaluation further, and scaled it across our other UK KEEN branches. By autumn 2021 to have held the inaugural UK KEEN conference!

### Goal 5:

Develop our sustainability through projects generating earned income



By 2024, we aim that **30% or more** of our overall expenditure is generated by earned income from projects that directly benefit people with additional needs.

For more details on the above goals, please see *Our Plan 2019-24* at [www.keenoxford.org/what-we-do](http://www.keenoxford.org/what-we-do)

# Endnote

Thank you for reading! We'd love to hear from you if you have any questions or would like to be in touch more generally. Please also follow us on social media!

Follow us @keenoxford @loveinclusion



## How to find out more

Website: [www.keenoxford.org](http://www.keenoxford.org)

Email: [keen@keenoxford.org](mailto:keen@keenoxford.org)

Telephone: 07806 743 595

Office: St Clement's Centre, Cross St, Oxford,  
OX4 1DA

## Useful reference materials

1. Annual Report and Accounts 2017/18, KEEN, November 2018
2. Making a Difference 2014-17, KEEN, March 2018
3. Annual Survey 2018, KEEN, November 2018





**Making a  
Difference  
2018-19**

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[www.keenoxford.org](http://www.keenoxford.org)  
[keen@keenoxford.org](mailto:keen@keenoxford.org)  
07806 743 595